

MEMORANDUM FOR: Secretary, Executive Advisory Group

FROM : Frank C. Carlucci  
Deputy Director of Central Intelligence

SUBJECT : Performance Appraisal System

1. I have now reviewed the Performance Evaluation Task Force Report, the individual Career Service sections of the report and the Heads of Career Service comments on the report. The following proposals concerning the principles of the system and the format of the form reflect most of the Task Force recommendations with which you were in agreement. I have included two additional elements for consideration. Whereas the Task Force dealt with work planning in the context of the existing LOI concept and recommended collaborative work planning where LOI's are not used, I believe that work planning should be an integral part of the new appraisal form. The second is the incorporation of evaluation of employee potential into the report itself.

2. I believe the new Performance Appraisal Report should include in its format the following substantive features:

a. A stated work plan should be the first page of the report, establishing a basis for the subsequent performance appraisal. It should be formulated by the supervisor and the rated employee and list the specific objectives and goals in priority order.

b. This should be followed by an appraisal of the performance of the listed specific duties against the seven point scale (the seven point scale is only significant in that it is different from the present point spread and should be changed again in 3-5 years).

c. Supervisors should be rated on their managerial ability, their ability to effectively communicate requirements and expectations, to candidly appraise the performance of subordinates, to help subordinates improve performance and develop potential.

d. The supervisor's narrative comments should justify by amplification or explanation the ratings given for specific duties. Significant strengths and weaknesses demonstrated in the employee's performance should be commented on and include any suggestions for improving work performance.

e. The overall performance rating should represent an evaluation of the total performance of the employee, not just an averaging of the individual ratings.

f. Following the performance appraisal there should be a space for employee comments and a certification that the employee has had a discussion of the appraisal with the supervisor.

g. The reviewer's comments should address, in addition to the appraisal, the reviewing officials perspective of the employee's overall performance.

h. Included in the format and supplemental to the performance appraisal should be an evaluation of the employee's potential. The evaluation should be by the employee's supervisor and relate to those positions that fall within the area of the supervisor's authority.

3. I will appreciate the comments of the EAG members on these proposals to reach me by 27 September 1978. This will be an item for discussion on the 30 September 1978 meeting at [redacted]

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Frank C. Carlucci

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